



08-09

ANNUAL REPORT

**PUBLIC SERVICE
COMMISSION**

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Letter of Transmittal – Minister



July 2009

The Honourable Gordon L. Barnhart
Lieutenant Governor of Saskatchewan

May it Please Your Honour:

In accordance with Section 37 of *The Public Service Act, 1998*, I have the honour of submitting the Annual Report of the Saskatchewan Public Service Commission for the fiscal year ending March 31, 2009.

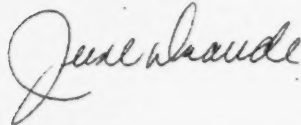
The Government of Saskatchewan is committed to delivering and building on its promises to Saskatchewan people. One of those promises is a commitment to increased transparency and accountability.

A significant number of commitments were made in Government's first year of holding office. These include commitments made in the election platform, the fall 2008 Speech from the Throne, the Ministers' Mandate Letters, and the 2008-09 Budget Summary. This 2008-09 Annual Report demonstrates progress towards the commitments that relate to the Public Service Commission as of March 31, 2009.

This report also provides progress on key strategic themes and actions designed to ensure that an independent, qualified, and professional public service is in place to carry out Government's commitments, and to provide support as we build a more prosperous province and better life for all people in Saskatchewan.

Government has defined its direction for ministries and has communicated this direction through a vision and goals released with the 2009-10 Budget. Ministries have aligned with this direction and have developed strategies and actions to help deliver on Government's plan for Saskatchewan – to be Strong and Steady in the years to come.

The initiatives pursued in 2008-09, and the results achieved, are communicated to the legislature and to the Saskatchewan people through this report. The results achieved within Government's first year provide a foundation for establishing priorities and influencing Government's future activities. Therefore, the annual reports are not only an important accountability document, but they can help to inform future planning and resource allocation in the upcoming years.



June Draude
Minister Responsible for the Saskatchewan Public Service Commission

Letter of Transmittal – Chair



June 2009

The Honourable June Draude
Minister Responsible for the Saskatchewan Public Service Commission

Dear Minister:

I have the honour of submitting the Annual Report for the Saskatchewan Public Service Commission for the fiscal year ending March 31, 2009.

On behalf of the Public Service Commission, I acknowledge responsibility for this report and am pleased to provide assurances on the accuracy and reliability of the information contained within it.

This annual report highlights actions directed to ensuring Saskatchewan continues to have a strong public service to provide programs, policies, and services to the people of this province.

A handwritten signature in dark ink, appearing to be 'Don Wincherauk', written in a cursive style.

Don Wincherauk
Chair, Public Service Commission

Introduction

This annual report presents Saskatchewan Public Service Commission (PSC) activities and results for the fiscal year ending March 31, 2009. It also reports on the PSC's public commitments and key accomplishments.

It includes actions to build a strong, professional public service – one that is diverse, talented, innovative, and dedicated, in a healthy, productive, and collaborative work environment.

As a transition year, the 2008-09 Annual Report follows a similar format to the 2007-08 Annual Report, and also includes the Government's vision and three goals. The PSC will report on the strategies and actions identified in its Plan for 2009-10 in its 2009-10 Annual Report.

The 2008-09 Annual Report sets the stage for the 2010-11 planning and budget process by providing an opportunity to assess the accomplishments, results, and lessons learned, and to identify how to build on past successes for the benefit of Saskatchewan people.

This report also contains additional information about the PSC in several appendices, including an organizational chart and demographic information about the public service overall. Progress is reported as of March 31, 2009, on all actions and commitments.

Alignment with Government's Direction

The PSC's 2008-09 Annual Report aligns with Government's vision and goals:

Government's Vision

A secure and prosperous Saskatchewan, leading the country in economic and population growth, while providing a high quality of life for all.

Government's Goals

- Sustain *Economic Growth* for the benefit of Saskatchewan people, ensuring the economy is ready for growth and positioning Saskatchewan to meet the challenges of economic and population growth and development.
- *Secure* Saskatchewan as a safe place to live and raise a family where people are confident in their future, ensuring the people of Saskatchewan benefit from the growing economy.
- Keep Government's *Promises* and fulfill the commitments of the election, operating with integrity and transparency, accountable to the people of Saskatchewan.

Together, all ministries and agencies support the achievement of Government's three goals, and work towards a secure and prosperous Saskatchewan.

Commission Overview

The Public Service Commission, the central human resource agency for the Government of Saskatchewan, provides leadership and policy direction for the development of a professional public service based on merit.

The PSC delivers human resource services, including staffing, classification of positions, and labour relations, and works with 19 client ministries in the delivery of human resource services for more than 12,000 employees. The PSC itself has 364 full-time equivalent employees, working in offices in 13 locations.

In 2008-09, the Public Service Commission full-time equivalent (FTE) budget was 363.0. Subsequently, there was an approved in-year transfer of 1.0 FTE from Social Services. The actual utilization was 366.1. The variance was due to workload pressures in the Human Resource Service Teams.

Organizational Structure

A chart of the PSC's organizational structure is included in the Appendices, as is its Mandate and Governing Legislation, and the names of the Public Service Commissioners.

The PSC has three divisions: Corporate Human Resource Management and Employee Relations; Human Resource Client Service and Support; and the Employee Service Centre. It also has two functional units: Communications and Corporate Services.

Corporate Human Resource Management and Employee Relations

The division provides expert labour relations advice and consultation to management in support of program operations. It provides compensation research and advice, administers wage and salary services, and develops classification plans to evaluate all public service jobs.

The division represents the employer in collective bargaining with its public service unions: Saskatchewan Government and General Employees' Union (SGEU) and Canadian Union of Public Employees Local 600 (CUPE-600).

The division also leads corporate initiatives in areas such as performance management, succession management, leadership and employee development, and human resource policy and planning. The division also supports organizational effectiveness consulting and facilitation services to ministries.

Human Resource Client Service and Support

The Human Resource Client Service and Support Division provides a full range of human resource consulting and advisory services to all government ministries. Consulting advisory services include: staffing of a wide variety of positions across the public service; establishing job qualifications and developing tools for staffing and assessment; evaluating and classifying public service jobs; organizational design and development; payroll and benefits administration; and learning, development, and succession planning.

The division also delivers a variety of employment services including the recruitment of Aboriginal persons and persons with disabilities; student employment; the Master of Public Administration internship program; the Rehabilitation Placement Program; co-ordination of criminal record checks, re-employment lists, and career advertising; and employee networks, including the Aboriginal Government Employees' Network, the Saskatchewan Visible Minority Employees Association, and Interconnect, the network for new employees in the public service.

The Employee and Family Assistance Program provides confidential counselling assistance to government employees and families for work related and personal problems.

Employee Service Centre

The division is responsible for the design, development, implementation and operation of the newly centralized human resource administration and payroll services.

Beginning in September 2009, the division will phase in the provision of centralized payroll, pension, benefits, and human resource administration services to all employees and ministries of Executive Government.

Communications

The unit provides strategic communications planning and support for initiatives and issues related to the PSC's activities and operations, and government-wide human resource and labour relations trends and issues. Communications also provides marketing services, co-ordinates advertising, printing and design services with external suppliers, and manages the Long Service Recognition Program and the PSC's public Internet site and internal Intranet.

Corporate Services

The unit provides direction, guidance, and support for internal operations. This includes the management of the PSC's financial services, security, parking, procurement and facilities, and oversight for information technology.

Progress in 2008-09

The Public Service Commission's most noteworthy achievements that support Government's strategic priorities, growth, security and promises, are reported below. Key results and measures are also provided, organized by strategic themes.

Significant Achievements in 2008-09

- Ensured promotion in the public service was based on merit, not patronage. The PSC is an independent agency that manages the recruitment and staffing processes in accordance with *The Public Service Act, 1998*, and collective agreement provisions. Unionized positions are staffed on the basis of seniority and qualifications, and non-unionized positions on the basis of merit. This ensures the principles of fairness, openness, and accessibility are upheld (*commitment made in the Minister's Mandate Letter*).
- Continued to develop and implement a centralized employee service centre model for human resource administration and payroll, including:
 - Finalization of the Employee Service Centre organizational structure;
 - Significant progress in process redesign, including identifying new, more efficient and effective processes; and
 - Business optimization efforts to enhance the operation of the Multi-Informational Database Application System (MIDAS) Human Resource Payroll System.
- Delivered \$250,000 in funding for the Johnson-Shoyama Graduate School of Public Policy to assist in professional development opportunities for public servants and help educate the next generation of public service leaders in the province (*commitment made in the Minister's Mandate Letter*). Professional development opportunities for the senior leadership and policy functions in the Saskatchewan public service were delivered by the Johnson-Shoyama Graduate School of Public Policy in 2008-09, including:
 - Nine workshops delivered to 196 policy development participants, including: Fundamentals of Policy Development; Writing Briefing Notes; Policy Analysis; Involving Citizens and Stakeholders; and Project Management.
- Two senior executive professional development workshops (Integrated Risk Management and Strategic Leadership) to 41 participants.
- Participated in the resolution of major labour relations initiatives related to in-term bargaining:
 - Reviewed 232 outstanding grievances. All 232 will reach resolution in 2009.
 - Reached agreement in September 2008 with SGEU regarding the list of positions to be included in the letter of understanding regarding the employment of recent graduates for the 2008-09 fiscal year. The letter allows for some permanent positions to be filled by recent graduates, without reference to seniority.
 - Identified public service programs and services deemed essential to prevent danger to the life, health and safety of the public. Additional programs and services are under review with the goal to identify those necessary to prevent serious environmental damage, prevent damage to government assets, and to ensure continuous operation of the courts.
 - Reviewed positions identified at Corrections, Public Safety and Policing in regards to scope, resulting in the movement of Assistant Deputy Directors of Operations and Business Managers to out-of-scope positions to ensure adequate management presence at facilities during all hours.
- Developed a government-wide framework for employee orientation. The framework focuses on engaging new hires and enhancing their knowledge and experience as new public service employees.
- Implemented an exit interview system for the Saskatchewan public service. This survey tool allows exiting employees to provide confidential feedback on their experience as an employee within the public service. The information allows the public service to identify recruitment, retention and employee satisfaction challenges and develop strategies to better attract and retain a professional, highly skilled and productive workforce.

- Developed and implemented the Career Ambassador Program to attract new employees. Four ministries implemented the program in 2008-09: Corrections, Public Safety and Policing; Social Services; Municipal Affairs; and Highways and Infrastructure. The program uses professionals to promote and recruit other professionals to public service careers through networking at conferences, educational institutions, and career events.

Progress by Key Strategic Theme

The 2009-10 government-wide *Human Resource Plan for the Saskatchewan Public Service* (Appendix C) articulates a vision and priorities for human resource management in the public service. This plan focuses on two factors necessary for the Saskatchewan public service to be a professional public service that achieves government priorities:

- Qualified, Professional, and Engaged Employees; and
- A High Performing Organization.

In support of these factors, four key strategic themes have been identified:

- Attract and Retain a Professional, Highly Skilled and Diverse Public Service Workforce;
- Create a Work Environment that Supports Employee Engagement;
- Build Effective Public Service Leadership and Management; and
- Deliver Effective and Efficient Human Resource Services.

These key strategic themes, and the actions under them, are designed to ensure that an independent, qualified, and professional public service is in place to carry out Government's commitment to growth, security, and promises, and to ensure that Saskatchewan continues to have a strong public service to provide programs, policies, and services to the people of this province.

The key results and accomplishments the PSC made in 2008-09 to support these key strategic themes are listed below.

Attracting and Retaining Talent

In today's complex and globally connected world a high performing public service is critical to the success of our province. The service must adapt to changing public expectations toward accountability, management of tax dollars and core public services.

Achieving results requires the right talent. Improving recruitment initiatives, attracting and retaining highly skilled, knowledgeable and innovative employees, and building a diverse workforce are key elements in achieving this strategy. These initiatives will assist the public service in addressing the effects of an increasingly competitive labour market and the demographic shift of the public service workforce over the next 10 years.

Results

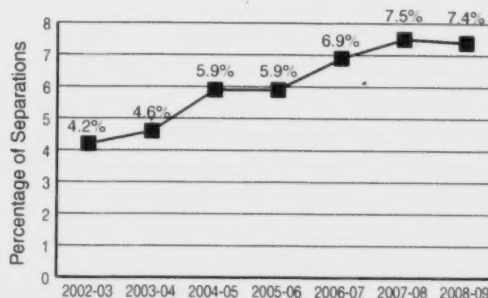
- Provided increased awareness of careers in the public service by partnering with 16 ministries to establish and support relationships with educational institutions and community-based organizations, to promote the public service as an employer of choice, enhance public awareness, and recruit candidates for specific program areas. Examples of relationships established and supported include: on-site weekly recruitment at the University of Regina, partnership with Lethbridge College to provide program content advice for the Correctional Studies Program, developed partnership with the Saskatoon Tribal Council to present potential career opportunities and educational requirements at Highways and Infrastructure to students within their jurisdiction, and explored a partnership with the University of North Carolina to provide training to parks supervisors and managers.
- Partnered with 18 ministries to implement recruitment and retention strategies for hard-to-recruit occupations/locations, diversity group members and youth:
 - Customized solutions included: job redesign, job advertising placements, staffing through the use of eligibility lists, proactive recruitment, salary supplements, accelerated in-range progressions, ministry apprenticeship programs, internship

- programs, under-fill hiring, paid and non-paid practicums, the development of strategic workforce plans for talent segments within ministries, pre-employment programs, and proactive candidate sourcing.
- Comprehensive benefit information package designed and provided as a recruitment tool to prospective employees online.
 - Strengthened the utilization of employee networks to improve the engagement of new government employees:
 - Interconnect, the network for new public service employees, continued to grow and now has 632 members (up from 157 members in 2007-08). The network offered learning events, discussion forums and networking opportunities to its members throughout the year.
 - The Aboriginal Government Employees' Network and the Saskatchewan Visible Minority Employees Association promoted a supportive environment and addressed the needs of Aboriginal and visible minority employees in the workplace. This year, there has been increased emphasis on linking the networks for enhanced efficiency and effectiveness to position the public service as a great place to work.
 - Developed and implemented enhanced assessment tools for Employee and Payroll Administrators and Administrative Support positions to gain efficiencies in the staffing process by establishing pools of high quality candidates to hire as vacancies become available.
 - Continued the Master of Public Administration (MPA) internship program to increase the number of experienced individuals available to compete for future vacancies. The MPA program enables graduate students to work directly with Deputy Ministers and other senior executives, in order to learn first-hand the inner workings of Government and the public service. In the fourth year of the program, five students are currently working in host ministries. Eighty-one per cent of students who completed internships obtained ongoing employment within the Saskatchewan public service following their internship. Of all former interns, 72 per cent are still employed in the public service.
 - Managed the Summer Student Program to provide public service experience to students enrolled in Saskatchewan's post-secondary programs. The public service is one of the biggest employers of students in the province with opportunities for summer employment, co-operative education placements and work experience practicums or placements through the universities, technical institutes and high schools. 585 students were hired into the Saskatchewan public service this year: 498 as summer students and 87 as co-op students.
 - Worked with the Ministry of Finance to report to Treasury Board on the size of the public service to ensure the size of the civil service does not grow faster than the rate of population growth (*commitment made in the Minister's Mandate Letter*). System improvements were implemented to more accurately record and report on ministry full-time equivalents, and regulations under *The Growth and Financial Security Act* were developed to measure the size of the public service in relation to the population.

Measurement Results

The measures outlined below help gauge our progress towards attracting and retaining a professional public service. Improving the retention rates of new employees, ensuring our separation rate is healthy, and attracting and retaining a more diverse and youthful workforce demonstrate our success in this key strategic theme.

Employee separation rate



Source: PSC Human Resource Information System, March 2003, 2004, 2005 & 2006; Government of Saskatchewan, Multi-Informational Database Application System (MIDAS), March 2007, April 2008 & March 2009.

This measures the percentage of permanent full-time employees who leave the public service for any reason, voluntary or involuntary. Best practices indicate that a healthy separation rate is between 5.0 per cent and 8.0 per cent.¹ Managers and management practices have a high level of influence on this measure but other factors, such as employees' desire for different employment experiences or opportunities for advancement, and family and personal reasons, also play a role.

Trends

The separation rate continues to slowly increase, primarily because of an increased number of retirements as the baby boom generation ages. The voluntary component of separation at 6.1 per cent compares to a "rising average annual voluntary turnover rate of 8.5 per cent for Canadian companies and a 6.3 per cent rate for Canadian government organizations."²

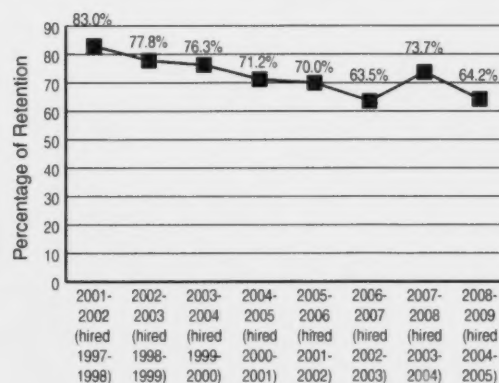
Risks

The public service will face an increasing challenge in retaining employees as competition for skilled labour continues to increase, and more and more employees retire. Although rising, the separation rate is currently at an acceptable level of 7.4 per cent. Certain groups and occupations, in which rates of separation are highest, require in-depth monitoring and may require customized supports.

Calculation

This measure is calculated by dividing the number of permanent full-time employees who left the public service (634) by the total number of permanent full-time employees (8,568).

Retention rate of new employees



Source: PSC Human Resource Information System, March 2002, 2003, 2004, 2005 & 2006; Government of Saskatchewan, Multi-Informational Database Application System (MIDAS), March 2007, April 2008 & March 2009.

This measures the rate at which the public service is able to retain new, permanent full-time employees over a four-year period. The retention rate provides insight into the quality of human resource policies; practices and processes; organizational culture; and leadership within the public service. Managers and management practices have a high level of influence on this measure but other factors, such as employees' desire for different employment experiences or opportunities for advancement, family, and personal reasons, also play a role.

Trends

Retention rates have decreased over the past year, from 73.7 per cent in 2007-08 to 64.2 per cent in 2008-09. This is an area of concern for the public service as a significant decline in retention has occurred over the past eight years.

Although this trend is a concern, it is not a surprise as provincially the labour market has become an employee's market. A growing provincial economy, an aging workforce with increasing retirements, declining birth rates and increasing competition for

¹ Watson Wyatt Research.

² The Conference Board of Canada, Compensation Planning Outlook 2008: The "Alberta Effect" Puts Upward Pressure on Pay, 2008, page 15, www.conferenceboard.ca.

labour over the past two years (particularly in Western Canada) have created pressure on the provincial labour market. Workers have more choices when it comes to employment opportunities and there are multiple factors influencing these choices, including: competitive wages, interesting and challenging work, working conditions, benefits, leadership, workplace values including environmental and community support, support for personal and professional growth, and work-life balance. As well, the competition for skilled labour is expected to increase in future years.

The current lack of information as to why employees leave makes establishing strategies to retain new employees very challenging. The public service has implemented an exit interview process government-wide in 2008-09 to better identify why new employees leave. Information from the survey will be available in 2009-10 once a sufficient number of individual surveys have been completed to provide valid factors that need to be addressed.

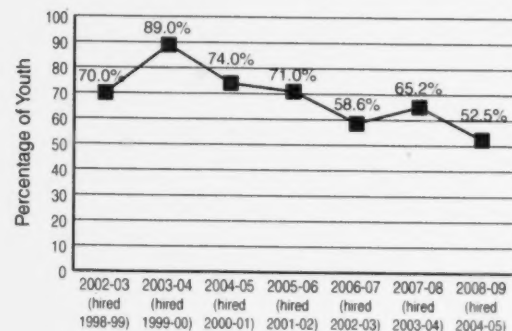
Risks

Skilled, diverse, and knowledgeable employees in Saskatchewan's public service are a key component to ensuring government priorities are met through strong public policy and effective program and service delivery to the public. Declining retention rates for new employees put the service at risk due to skill gaps, negative views by prospective or new employees that the service is not an employer of choice, and increased costs to the organization for the recruitment and orientation of new employees.

Calculation

This measure is calculated by dividing the number of retained permanent full-time employees (102) for a four-year period (2005 to 2009) by the number of employees hired (159) within the first year of the four-year period, 2004-05. A new employee is a new hire with no previous government experience, or one who is returning to work after a break in service of over 180 days.

Retention rate of youth (under age 30) within the public service



Source: PSC Human Resource Information System, March 2003, 2004, 2005 & 2006; Government of Saskatchewan, Multi-Informational Database Application System (MIDAS), March 2007, April 2008 & March 2009.

This measures the rate at which the public service is able to retain youth hires over a four-year period. The retention rate provides insight into the quality of human resource policies, practices, and processes, organizational culture, and leadership within the public service.

Trends

Retention rates have decreased over the past year, from 65.2 per cent in 2007-08 to 52.5 per cent in 2008-09. This is an area of concern for the public service as a significant decline in the retention of youth has occurred over the past seven years. It is important that the organization strives to retain youth to ensure the sustainability of government programs and services.

Provincially, the labour market has become an employee's market. A growing provincial economy, an aging workforce with increasing retirements, declining birth rates and increasing competition for labour over the past two years (particularly in Western Canada) have created pressure on the provincial labour market. Workers, including youth, have more choices when it comes to employment opportunities and there are multiple factors influencing these choices, including: competitive wages, interesting and challenging work, working conditions, benefits, leadership, workplace values including environmental and community support, support for personal and professional growth, and work-life balance. As well, the competition for skilled labour is expected to increase in future years.

Although there is currently a lack of information available regarding why youth leave, the Public Service Commission is interested in exploring this further to assist in developing strategies to retain youth. The public service has implemented an exit interview process government-wide in 2008-09 to better identify why youth leave. Information from the survey will be available in 2009-10 once a sufficient number of individual surveys have been completed to provide valid factors that need to be addressed.

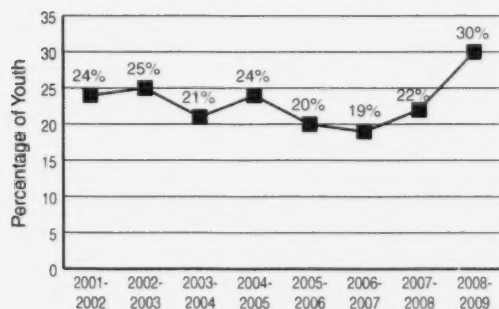
Risks

If the public service does not retain youth, there is a risk that government programs and services will not be sustained due to a lack of qualified employees.

Calculation

This measure is calculated by dividing the number of retained permanent full-time employees (21) for a four-year period (2005 to 2009) by the number of employees hired (40) within the first year of the four-year period, 2004-05.

Percentage of new, permanent full-time hires that are youth (under 30) in the public service



Source: PSC Human Resource Information System, March 2002, 2003, 2004, 2005 & 2006; Government of Saskatchewan, Multi-Informational Database Application System (MIDAS), March 2007, April 2008 & March 2009.

This identifies the percentage of new, permanent full-time hires that are youth (under 30 years of age) in the public service for a given year. This is a reflection of Government's ability to hire young employees and is a step towards achieving a rejuvenated workforce representative of Saskatchewan's population. Managers have a high level of influence on hiring and maintaining a representative workforce. This measure is also influenced by the labour supply and seniority provisions in the collective agreement.

Trends

The percentage of youth hired in the public service increased to 30 per cent in 2008-09 compared to 22 per cent in 2007-08. In 2008-09, Government successfully increased its presence as an employer of choice for Saskatchewan's post-secondary students by implementing the Career Ambassador Program to attract new employees. The program uses professionals to promote and recruit other professionals to public service careers through networking at conferences, educational institutions, and career events. The public service needs to sustain this trend by continuing to take steps to ensure more youth are hired within the public service.

Risks

It is important that the organization hires and retains youth for their energy, innovation, and enthusiasm, and to increase the number of younger employees to prepare for upcoming retirements. In order to retain younger employees, the public service must strive to offer a flexible, innovative, welcoming, and challenging work environment.

Calculation

This measure is calculated by dividing the number of youth (under 30 years of age) hired in 2008-09 into permanent full-time positions (79) by the number of new, permanent full-time employees hired (266) into the public service. A new hire is defined as anyone who has no previous experience with the public service or who has had a break in service of 180 calendar days or greater.

Percentage workforce representation by diverse employee groups

	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	SHRC* Targets 2008-09
Aboriginal persons	10.2%	10.5%	10.5%	10.8%	11.2%	11.4%	11.6%	14.8%
Persons with a disability	3.0%	3.1%	3.0%	3.5%	3.5%	3.3%	3.1%	9.7%
Visible minority persons	2.3%	2.4%	2.4%	2.8%	3.1%	3.3%	3.5%	3.1%
Women in senior management	n/a	34.0%	35.9%	37.8%	39.0%	40.2%	40.1%	47.0%
Women in middle management and other management positions	n/a	32.1%	33.6%	33.1%	34.4%	35.0%	37.5%	47.0%
Youth	11.0%	10.4%	10.4%	10.7%	11.6%	12.8%	13.4%	n/a

Source: PSC Human Resource Information System, March 2003, 2004, 2005 & 2006; Government of Saskatchewan, Multi-Informational Database Application System (MIDAS), March 2007, 2008 & 2009.

This measure reflects Government's ability to attract and retain a workforce representative of Saskatchewan's population, including Aboriginal persons, persons with a disability, visible minority persons, women in non-traditional roles, and youth into the public service. Human resource staff provide guidance and advice to managers who have a high level of influence on hiring and maintaining a representative workforce.

There is a compelling business case for organizations to achieve a diverse workforce. Increasing the representation of employees from diverse cultures, genders, backgrounds, and generations allows the public service to better reflect the population of the province, capitalize on the available labour force, and establish a public service that is more creative, producing more thorough solutions to provincial challenges and opportunities.

Trends

The representation of Aboriginal people, visible minority persons, and women in senior and other management positions continues to move slowly towards Saskatchewan Human Rights Commission (SHRC)* targets. However, as the SHRC target increases annually for the representation of Aboriginal persons to reflect the provincial population, the gap between public service representation and this target continues to widen.

The percentage of youth within the public service has increased to 13.4 per cent this past year. This is a positive trend for the public service because the demographic composition of the service does not reflect the composition of the employed provincial population. There remains a noticeable shortage of youth and an over-representation of baby-boomers. As of March 31, 2009, only 13.4 per cent of all employees and 6.4 per cent of permanent full-time employees were under 30 years of age, compared with 27.2 per cent of the entire employed provincial population.³

³ Government of Saskatchewan, Multi-Informational Database Application System (MIDAS), March 31, 2009; Statistics Canada, CANSIM Table 282-0001: Labour Force Survey Estimates (including employees and self-employed persons), March 2009.

Risks

By increasing its commitment and presence as an employer that supports diversity, the public service is enabled to attract and retain candidates to ensure a representative workforce, meet current and future skill shortages, and create a workforce that has the capacity to respond to complex challenges and opportunities.

Calculation

Youth – this measure is calculated by dividing the number of active permanent full-time, permanent part-time, non-permanent and labour service employees under 30 (1,679) by the total number of employees under 30 in all assignments at a particular point in time (12,485).

Employment Equity Groups – This measure is calculated by dividing the number of employees in permanent full-time, permanent part-time and non-permanent active assignments, plus the number of employees in active and non-active labour service assignments within a particular equity group, by the total number of employees within all assignments in the Saskatchewan public service at a particular point in time. A prorated headcount mechanism is used to count employees, where each assignment is given a weight of one divided by the total number of assignments a particular employee holds.

Engaging Employees

Employee engagement is defined as the extent to which an individual feels connected to and involved with their job and their organization. The Saskatchewan public service is focused on improving employee engagement levels so that employees are more productive, perform at higher levels, and achieve government goals.

As the labour market tightens, skilled employees have greater choice in employment opportunities. A positive work environment nurtures employees' ability to use their talents and resources fully at work⁴ resulting in higher levels of engagement and performance.

It is critical to the success of the public service to ensure it maintains policies and practices supportive of providing employees with:

- challenging work in a supportive environment;
- opportunities for personal and professional growth along with promotional and advancement opportunities;
- work/life balance;
- quality management and leadership at all levels of the organization; and
- competitive compensation.

Results

- In partnership with 18 ministries, designed, delivered, co-ordinated and invested in a number of training workshops for employees to support job-related development needs, including:
 - Occupational Health and Safety Training
 - Project Management
 - Privacy Training
 - Customer Service
 - Time Management
 - Supervisory Development Program
 - Crucial Conversations
 - Business Case Writing
 - Conflict Management
 - Team Building
 - Leading Organizational Change
 - Respectful Workplace
- Provided training on the *Prevention and Resolution of Harassment* to all senior managers, human resource professionals and harassment prevention co-ordinators to provide clarity for the *Anti-Harassment Policy*; provide an understanding of the background and legislative changes; create understanding of the roles and responsibilities in the process; and share dispute resolution options.
- In partnership with 12 ministries, expanded the use of in-scope work planning and development to support employees in their performance.

⁴ Adapted from The National Quality Institute, *Canadian Healthy Workplace Criteria*. [online]. www.nqi.ca.

In-scope work planning provides employees with a clear understanding of job requirements and expectations and helps outline supervisor and development supports for success.

- Partnered with ministries to develop and implement succession plans for key positions. Six ministries have developed and implemented formal succession programs: Agriculture, Energy and Resources, Government Services, Corrections, Public Safety and Policing, Social Services, and Highways and Infrastructure.
- Designed and implemented a career management website for all public service employees. The website provides employees with career management tools, resources and information to support employees in their career journey.
- Integrated the Statement of Organizational Culture into government-wide employee and manager orientation programs, career ads, and promotional advertisements.
- Partnered with 16 ministries to integrate the desired organizational culture through a variety of initiatives and processes, including: workforce planning; team building; the development of desired culture action plans; incorporating the culture principles, values and commitment to employees within training initiatives; and ensuring communiqués to employees include messages that are consistent with culture aspirations.

- Strengthened protection for public servants and whistle-blowers in the workplace by conducting research on establishing a Public Integrity Commissioner (*commitment made in the Minister's Mandate Letter*). Work is continuing on this commitment.

Measurement Results

Engaged employees are more productive, perform at higher levels, and are more likely to achieve government goals. They drive organizational outcomes and are satisfied with their overall employment and their organization. Engaged employees desire to perform at high levels, intend to remain in the organization, and positively recommend the organization to others. These employees feel pride for their organization and strive to improve their organization's results.⁵

The measure outlined below helps gauge our progress towards engaging public service employees. Investing in employee development through training demonstrates our success in this key strategic theme.

This measures expenditures on training as a percentage of straight-time annual payroll. The measure provides insight into investment in education, training, and development for employees. Management and management practices have a high degree of influence on this measure.

Percentage of payroll spent on training

	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09
Percentage of payroll spent on training	0.50%	0.50%	0.50%	0.50%	0.60%	0.69% ⁶	0.77%

Source: Ministry Year-End Reports, Human Resource Plans, March 2003, 2004, 2005, 2006, 2007, 2008 & 2009.

⁵ Provincial Employee Engagement Interjurisdictional Team, *Employee Engagement Model*, August 24, 2006.

⁶ Please note the 2007-08 data has been updated to 0.69 per cent from the 0.65 per cent result reported in the 2007-08 Annual Report to reflect revised results from updated payroll information.

Trends

Information on this measure collected in 2008-09 shows 0.77 per cent of payroll was spent on employee training. This measure is showing a positive trend with the percentage in 2008-09 increasing over the amount spent on employee training in 2007-08 (0.69 per cent of payroll) and the amount over years prior (0.50 per cent of payroll). This compares with a 1.74 per cent overall average of payroll invested in training for other government jurisdictions and organizations in 2006.⁷ The public service recognizes investment in employee development is important and will continue to strive for increased activity in this area. Sustaining this positive trend is critical as investment in employee training and development supports employees to successfully deliver on Government's priorities.

Risks

Higher public expectations on services and changing programs, policy, and service delivery models require employees with the right knowledge and skills to effectively perform in a changing environment. Maximizing existing employee skills and increased investment in learning and development will assist in engaging employees and keeping their skills current so government priorities can be achieved. The risk from current pressures, including an aging workforce, an increasingly knowledge-based economy, and economic globalization, is that the Government and the province's productivity will lag behind that of our neighbours if the investment in learning and development is not addressed.

Calculation

Total training expenditures divided by straight-time annual payroll.

Building Leadership Capacity

As the public service increases the use of facilitative development, horizontal strategies, integrated service deliveries, and movement towards shared accountabilities with stakeholders, there are changing expectations of leaders. In addition, leadership and supervision have a direct impact on quality of service and retention of employees. Effective leadership depends on the application of both learning and performance management, as well as clear articulation of strategic direction by senior leaders. What is sought is a workplace where skilled managers and supervisors exercise quality leadership and use sound human resource practices to maximize the performance of employees.

Since the public service is experiencing increases in leadership retirements and approximately 85 per cent of management positions are filled from within, it is critical to develop existing employees to fill the gaps when managers retire. To ensure continuity in programs and services provided to the public, it is critical to bridge the knowledge gap from one generation to another through succession planning and to keep the skills of the aging workforce current with evolving demands through continued engagement and organizational supports required for the latter part of employees' careers.

Results

- Co-ordinated and delivered three *Leadership Development Programs* to 78 middle managers across the public service in 2008-09, compared to 172 in 2007-08. The program has been customized to ensure development of competencies identified in the Government of Saskatchewan's Leadership and Management Competency Model.
- Delivered four Management Fundamentals orientation sessions to 164 new middle and front-line managers and two executive orientation sessions to Deputy Ministers and Assistant and Associate Deputy Ministers.

⁷ The Conference Board of Canada, *Learning and Development Outlook 2007: Are We Learning Enough?* ISBN 0-88763-761-2, page 12.

The programs are designed to provide new managers and leaders with an understanding of the overall structure of Government, the key processes and applicable policies, and the context, importance and principal responsibilities of the management and leadership roles in the public service.

- Partnered with ministries to increase the effective usage of the out-of-scope performance management system, *Planning for Success*. Actions included setting common performance objectives and measures for all ministry managers, training managers to better complete and manage their own plans and their employees' plans, and providing executive commitment and expectations. Sixty-four per cent of out-of-scope employees completed 2008-09 workplans.
- Implemented the new leadership and competency model into leadership programs and processes including the *Leadership Development Program*, leadership staffing actions, and *Planning for Success*.

Measurement Results

The measure outlined below helps gauge our progress towards building leadership capacity. Improving the investment in, and opportunities for, leadership development demonstrates our success in this key strategic theme.

This measures the amount of expenditures on leadership training as a percentage of straight-time annual payroll. The measure provides insight into the amount of investment in education, training, and development for supervisors, managers, and leaders. Management and management practices have a high degree of influence on this measure.

Trends

Information on this measure collected in 2008-09 shows 0.11 per cent of payroll is spent on supervisory, management, and leadership training. The decline from 2007-08 can be attributed to fewer ministries providing data for this measure. Effective leadership is a priority area for the Saskatchewan public service and the central role of leadership is vital to employee and organizational success. The PSC and ministries will work to increase these results.

Risks

The Saskatchewan public service is facing a leadership challenge due to changes in the role and capabilities required of public service leaders, less than required leadership bench strength, and less than adequate leadership development.

Leadership capacity within the Saskatchewan public service needs to be enhanced to respond to these changing expectations and to build the required leadership capacity to effectively respond to future provincial challenges and opportunities.

Calculation

Total training expenditures for supervisory, management, and leadership training divided by straight-time annual payroll.

Percentage of payroll spent on supervisory, management, and leadership training

	2005-06	2006-07	2007-08	2008-09
Percentage of payroll spent on supervisory, management and leadership training	0.13%	0.10%	0.20%	0.11%

Source: Ministry Year-End Reports, March 2006, 2007, 2008 & 2009.

Improving Human Resource Service Delivery

This strategy highlights the importance of having quality human resource services and support across the public service along with effective and efficient systems and processes. The PSC directly delivers recruitment and selection, learning and development, classification, compensation, labour relations, workplace diversity, human resource information systems, employee and family assistance, workforce planning, human resource policy, and organizational development to support ministries in human resource management.

In addition, as an independent Public Service Commission, we ensure that the obligations established in *The Public Service Act, 1998* and *The Public Service Regulations, 1999* are met.

Results

- Developed service agreements for 10 ministries to successfully set service expectations, and monitor and report on the delivery of human resource services provided by the PSC.
- Evaluated the effectiveness of the Saskatchewan public service workforce planning framework. Summary findings concluded that progress towards the achievement of many of Government's strategic human resource priorities have been supported through workforce planning efforts, including increases in the representation of Aboriginal persons, persons with a disability, persons of visible minority, women in senior and other management positions, and youth and increases in the resources and attention given to learning and development for employees. The PSC will work with ministries over the coming year to further embed and integrate workforce planning into Government's strategic planning process.
- Revised the *Anti-Harassment Policy* to be clearer and easier to follow. Revisions also formally captured changes to practices made and communicated in 2007 regarding the new harassment prevention co-ordinator role and consideration of personal harassment.
- Defined consistent and more efficient staffing and classification processes for all Human Resource Service Teams. Processes were

documented, reviewed and updated to ensure they are efficient, effective and consistently applied across the public service in similar situations.

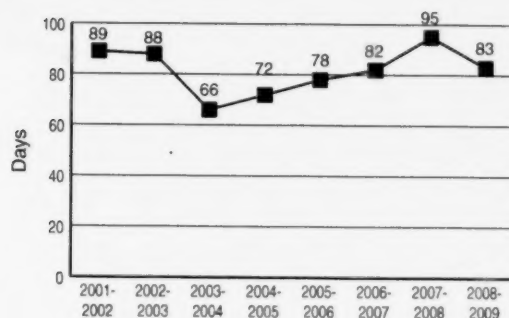
- Delivered effective and efficient human resource services to the Saskatchewan public service, including:
 - Provided a full spectrum of human resource consulting and advisory services to client ministries.
 - Counselling 1,016 employees through the Employee and Family Assistance Program.
 - Supported staffing and classification services in ministries.
 - Staffed 1,507 permanent full-time positions.
 - Completed 1,379 classification actions.
 - Managed the payroll system and payroll operations for all client ministries.
 - Continued the implementation of the Criminal Record Check policy and process across the public service, processing 4,596 checks in 2008-09.
 - Co-ordinated 27 flu shot clinics for public service employees across the province.
 - Managed the annual long service event for employees with 25 and 35 years of service.
 - Resolved 369 grievances.
 - Scheduled 71 arbitrations.

Measurement Results

Effective and efficient human resource management systems and services play a key role in an organization's ability to achieve its goals and address priority issues. The human resource service delivery model for the Saskatchewan public service is focused on supporting the Government of Saskatchewan to achieve its goals. The ability to demonstrate this success is critical.

The measures outlined below help gauge our progress towards improving human resource service delivery. Decreasing the time to fill permanent full-time positions demonstrates our success in this key strategic theme.

Time to fill a permanent full-time vacant position



Source: PSC TRACCOMP and online Career Centre

This measures the average number of calendar days it takes to fill a permanent full-time vacant position. This is a recruitment issue for the public service as the competition for skilled labour continues to increase.

Trends

This trend has increased from 66 days in 2003-04 to 83 days in 2008-09 as a result of increased demands to fill vacancies on the system. The public service has experienced annual increases in the number of retirements and voluntary separations as the workforce ages and job opportunities in the provincial labour market continue to rise. The number of permanent full-time staffing actions initiated has increased from 695 actions in 2003-04 to 1,507 in 2008-09.

The time for the staffing process to take place is directly affected by a number of provisions in the PS/GE Collective Bargaining Agreement, Commission and ministry processes, quality of applicants, and the availability of participants' time.

Risks

The competition for skilled and educated labour now and in the coming decade means the time it takes to staff a position is a risk to government operations and may result in lost skill opportunities and program and service impacts, if other organizations recruit candidates faster.

Calculation

The measure is calculated by adding the total days that elapse from the date a request to staff a permanent full-time position is received at the PSC until the staffing process has been completed.

2008-09 Financial Overview

Summary of Expenditures

For the period ending March 31, 2009, the Public Service Commission incurred total expenses of \$35.183 million. This represents a variance of \$1.438 million under the 2008-09 operating budget of \$36.621 million.

The variance is related primarily to delays in implementation of the Employee Service Centre (ESC) project to centralize HR payroll

administration across Executive Government. As a result of these delays, the ESC will not begin to be operational until September 2009. These savings were partially offset by increased expenses related to administration of the lawsuit associated with pension benefit losses for certain non-permanent employees and increased accommodations charges.

Appropriation Totals	(in thousands of dollars)			
	2007-08 Actual Expenditure	2008-09 Original Budget	2008-09 Actual Expenditure	2008-09 Variance to Budget
Aboriginal Career Connections Program (PS07)				
Salary	\$ 405	\$ -	\$ -	\$ -
Operating expenses	21	-	-	-
Sub-total	\$ 426	\$ -	\$ -	\$ -
Central Management and Services (PS01)				
Salary	\$ 878	\$ 888	\$ 824	\$ (64) ¹
Operating expenses	2,159	3,611	3,666	55 ²
Sub-total	\$ 3,037	\$ 4,499	\$ 4,490	\$ (9)
Employee Relations, Policy and Planning (PS04)				
Salary	\$ 2,392	\$ 2,458	\$ 2,591	\$ 133 ³
Operating expenses	15,184	630	547	(83) ⁴
Sub-total	\$ 17,576	\$ 3,088	\$ 3,138	\$ 50
Human Resource Client Service (PS03)				
Salary	\$ 10,860	\$ 17,668	\$ 17,423	\$ (245) ⁵
Operating expenses	255	330	1,238	908 ⁶
Sub-total	\$ 11,115	\$ 17,998	\$ 18,661	\$ 663
Human Resource Information Services (PS06)				
Salary	\$ 1,987	\$ 3,271	\$ 2,553	\$ (718) ⁷
Operating expenses	3,466	6,515	5,072	(1,443) ⁸
Capital asset acquisitions	-	2,321	1,905	(416) ⁹
Sub-total	\$ 5,453	\$ 12,107	\$ 9,530	\$ (2,577)
Total Appropriation	\$ 37,607	\$ 37,692	\$ 35,819	\$ (1,873)
Amortization of Capital Assets (PS08)				
Capital asset acquisitions	\$ -	\$ (2,321)	\$ (1,905)	\$ 416
Land, buildings and improvements	32	31	85	54
Office and information technology	1,595	1,219	1,183	(36)
Total Expense	\$ 39,234	\$ 36,621	\$ 35,182	\$ (1,439)

Variance Explanations (> \$50k)

- 1 Vacancy savings and decrease in vacation leave liability.
- 2 Accommodation pressures related to delays in implementation of the Employee Service Centre.
- 3 Salary pressure related to 4.0 unfunded FTEs to administer lawsuits relating to non-permanent employee pension contributions.
- 4 Miscellaneous operational savings, including support of Central Union Management Committee.
- 5 Vacancy savings related to overstated salary budget following consolidation of human resource services into the PSC.
- 6 Operating pressure as a result of understated budget following consolidation of human resource services into the PSC. To be corrected with implementation of the Employee Service Centre.
- 7 Salary savings as a result of overstated budget following consolidation of human resource services into the PSC. To be corrected with implementation of the Employee Service Centre.
- 8 Delayed implementation of the Employee Service Centre.
- 9 Construction delays related to implementation of the Employee Service Centre.

Note: The following subvote name changes are reflected in 2009-10 Estimates:

- PS03 has been renamed Human Resource Client Services and Support
- PS04 has been renamed Corporate Human Resources and Employee Relations
- PS06 has been renamed Employee Service Centre

Summary of Revenues

The Commission collects revenue relating to the provision of human resource services to external agencies.

A summary of the Commission's 2008-09 budgeted revenue compared to actual revenue is presented below.

	(in thousands of dollars)		
	Budget	Actual	Variance
Other Revenues			
Casual revenue	\$ 6	\$ 1	\$ (5)
Previous year expenditure	0	63	63
Sales, Services and Service Fees			
All other service fees	\$ 25	\$ 0	\$ (25)
Total	\$ 31	\$ 64	\$ 33

For More Information

The PSC is confident this report provides useful information about accomplishments and future plans. If you have questions or comments, we invite you to contact us at:

Communications
Saskatchewan Public Service Commission
2350 Albert Street
Regina SK S4P 4A6

Tel: (306) 787-0976

Fax: (306) 798-2251

webmaster@psc.gov.sk.ca

www.psc.gov.sk.ca

This annual report will be available on the PSC's website at:

www.psc.gov.sk.ca/reports/annualreport08-09.pdf

The Public Service Act, 1998 is available at:

www.qp.gov.sk.ca/documents/English/Statutes/Statutes/P42-1.pdf

The Public Service Regulations, 1999 are available at:

www.qp.gov.sk.ca/documents/English/Regulations/Regulations/P42-1R1.pdf

Appendix A: Mandate and Governing Legislation

The Public Service Commission is the central human resource agency for the Government of Saskatchewan. The Commission provides leadership and policy direction for development of a professional public service based on merit. The Commission delivers human resource services, including staffing, classification and labour relations, and works with ministries in the delivery of human resource services.

The PSC is responsible for representing the public interest in the administration of *The Public Service Act, 1998* and *The Public Service Regulations, 1999*. According to Section 3 of *The Public Service Act, 1998*, the purposes of the Act are:

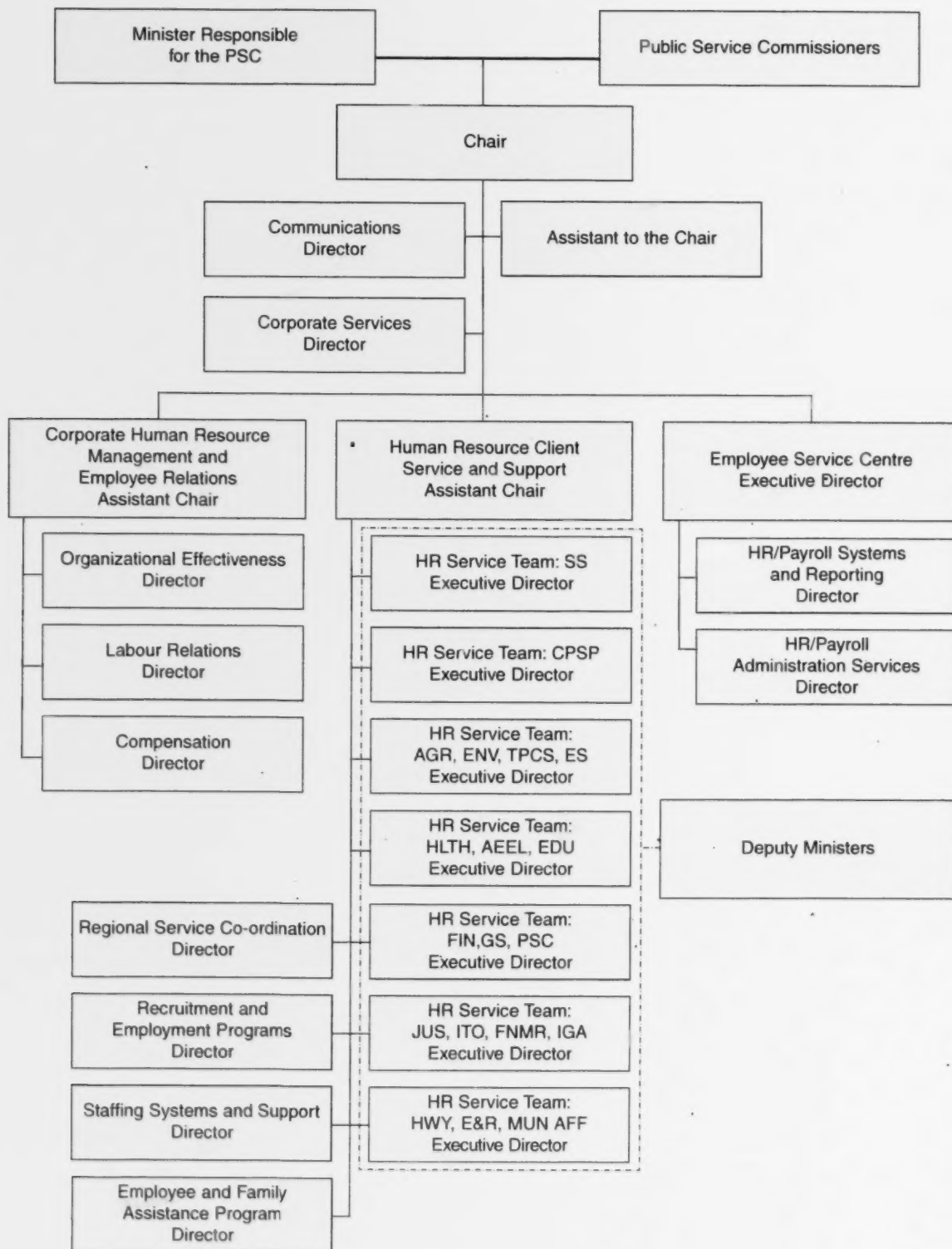
- to maintain an independent and professional public service;
- to facilitate providing quality service to the public in a manner that is responsive to changing public requirements;
- to recruit employees to the public service, and to develop a qualified public service in a manner that fulfills the purposes of the Act;
- to strive to develop a public service that represents the diversity of the people of Saskatchewan; and
- to promote harmonious relations between the Government of Saskatchewan, its employees in the public service and the trade unions that represent those employees.

The Minister Responsible for the Public Service Commission has general responsibility for the PSC, including responsibility for answering questions in the Legislative Assembly. The Minister's legal authority is limited to giving direction to the PSC in carrying out its statutory duties with respect to collective bargaining with trade unions representing government employees.

Commissioners are appointed by the Lieutenant Governor in Council and are responsible for effectively carrying out the provisions of *The Public Service Act, 1998*. Commissioners have all powers of commissioners appointed pursuant to *The Public Inquiries Act*, including the power to administer oaths and declarations, to subpoena witnesses and to compel the production of books, papers and records.

The Chair and other Commissioners have exclusive statutory duties respecting human resource matters laid out in the Act.

Appendix B: Organization Chart – March 31, 2009



Appendix C: Human Resource Plan for the Saskatchewan Public Service

The Saskatchewan Public Service HR Plan at a Glance

Key Government Priorities

Qualified, Professional, and Engaged Employees High Performing Organization

Statement of Organizational Culture

Vision – The Saskatchewan Public Service is a leader in public sector management and policy and dedicated to delivering programs and services valued by the people of Saskatchewan.

Organizational Principles

- Single employer
- Social and fiscal responsibility
- Accountability
- Diversity

Commitment to Employees

- Challenging work in a supportive environment
- Opportunities for personal and professional growth along with promotional and advancement opportunities
- Work-life balance
- Quality management and leadership at all levels within the organization
- Competitive compensation

Values

- Service excellence
- Teamwork
- Integrity
- Respect
- Innovation

HR Strategic Priorities

Professional,
highly skilled
and diverse
public service
workforce

Engaged
public service
workforce

Effective
public service
leadership and
management

Fair and
balanced labour
environment
that respects
the rights of
public service
employees and
the needs of the
public service

Effective and
efficient human
resource
services

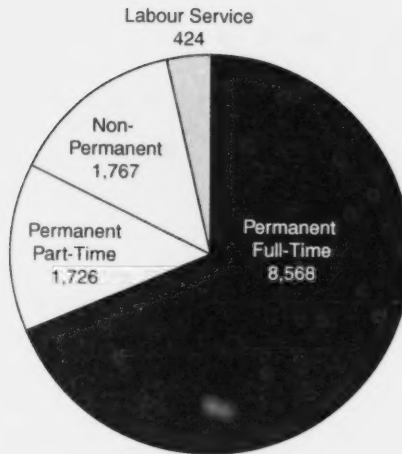
Transparent
and accountable
human resource
processes and
practices

HR Areas of Focus

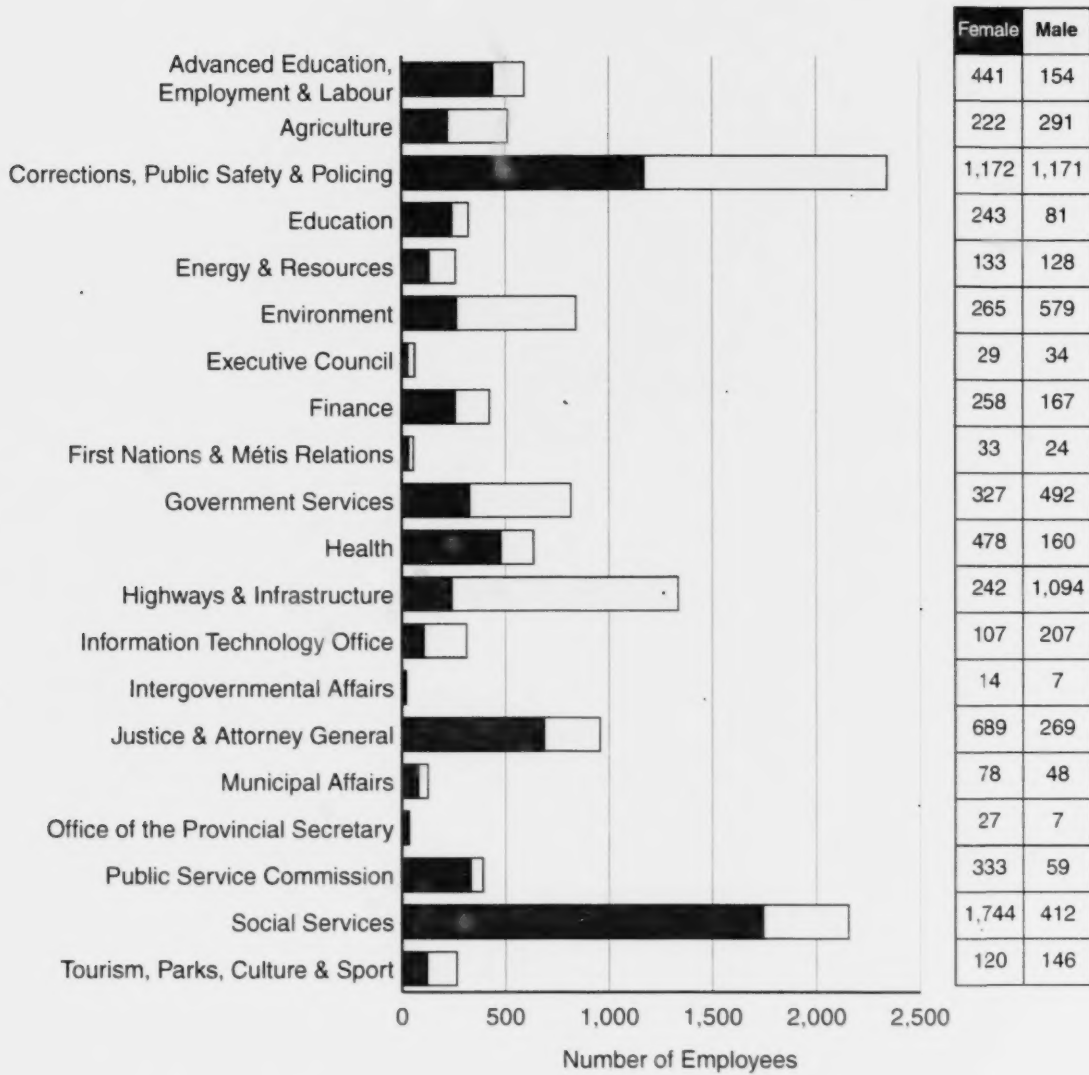
- | | | | |
|---|---|---|--|
| <ul style="list-style-type: none"> • Recruitment • Succession management • Compensation • Diversity | <ul style="list-style-type: none"> • Work planning • Performance management • Workplace health • Learning and development | <ul style="list-style-type: none"> • Employee orientation • Leadership development • Management development • Collective bargaining | <ul style="list-style-type: none"> • Process improvement • Service orientation • Program/service evaluation |
|---|---|---|--|

Appendix D: Charts and Demographics

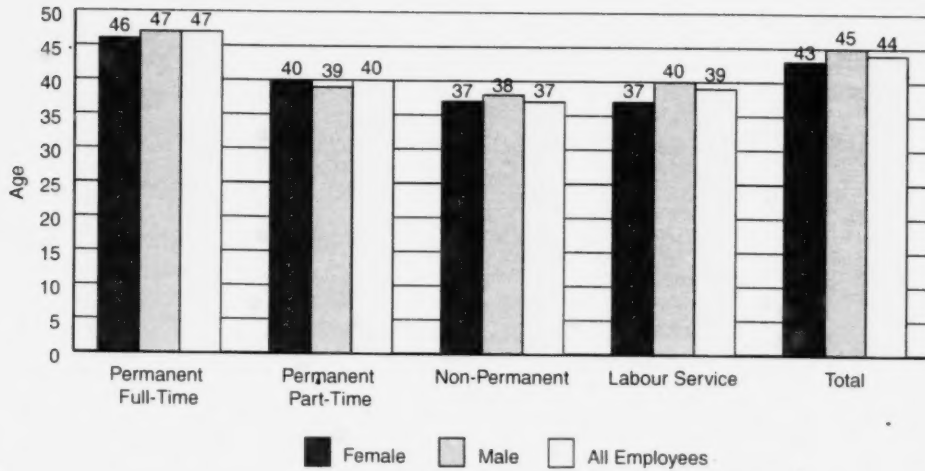
**Number of Employees by Type
March 31, 2009
12,485**



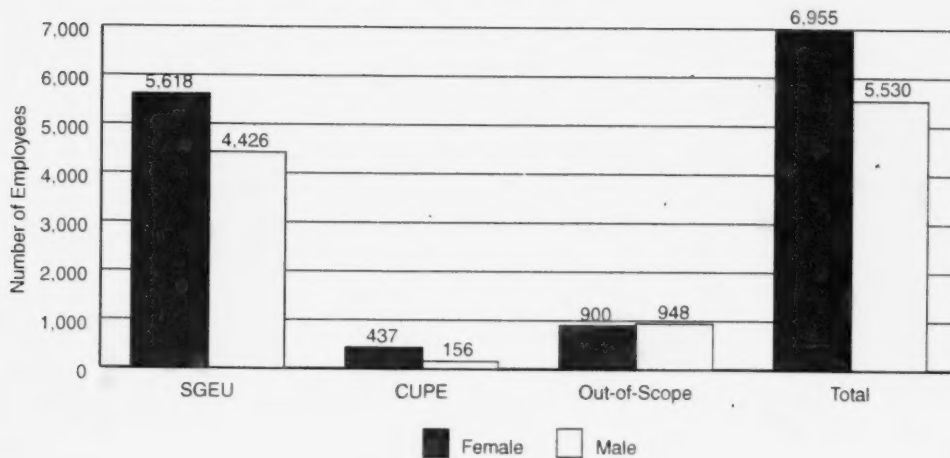
Employees by Ministry **March 31, 2009**



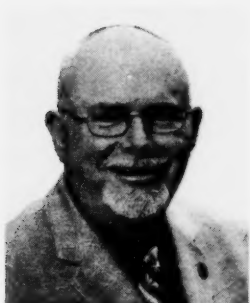
Average Age of the Public Service March 31, 2009



Employees by Scope March 31, 2009



Appendix E: Public Service Commissioners



Ray Purdie



Sandra Steen



Lynn Archdekin



Dawn Dobni



Don Wincherauk

Appendix F: Transferred or Excluded Positions

In accordance with the provisions of Section 31 of *The Public Service Act, 1998*, a list has been prepared of positions which have been transferred to the unclassified division of the public service or excluded from the operation of the Act. During the 2008-09 fiscal year, 58 positions were transferred or excluded, as follows:

Order-in-Council Appointments

April 1, 2008 - March 31, 2009

Ministry	Position	Number
Agriculture	Associate Deputy Minister (DM2)	1
Environment	Director of Public Involvement and Aboriginal Affairs (MCP09)	1
Executive Council	Administrative Assistant (MCP01)	2
	Assistant Director of House Business and Research (MCP08)	1
	Assistant Research Officer (MCP03)	3
	Associate Deputy Minister, Executive Resourcing (DM2)	1
	Director of Communications Services (MCP10)	1
	Director of Media Relations (MCP07)	1
	Director of Research (MCP09)	1
	Executive Assistant (MCP07)	1
	Manager of Financial Services (MCP04)	1
	Media Relations Officer (MCP07)	2
	Portfolio Officer (MCP07)	1
	Senior Administrative Assistant to the Deputy Minister to the Premier and Cabinet Secretary (MCP04)	1
	Senior Policy Advisor (MCP11)	1
	Special Advisor to Cabinet (MCP07)	1
Forestry Secretariat	Chief Executive Officer (DM1)	1
Justice	Court of Queen's Bench Judge's Secretary (MCP02)	1
	Crown Counsel	2
	Information Technologist	1
	Judicial Assistant (MCP02)	2
	Provincial Court Case Manager (MCP04)	1
	Provincial Court Judge's Secretary (MCP02)	1
	Registrar of the Court of Queen's Bench/Executive Legal Officer (Crown Counsel)	1
	Senior Crown Counsel	2
	Student-at-Law	9

Ministry	Position	Number
Office of the Chief Electoral Officer	Administrative Co-ordinator (MCP03)	1
	Manager of Information Technology and Registrar of Electors	1
Office of the Information and Privacy Commissioner	Administrative Support (MCP01)	1
	Portfolio Officer (MCP07)	1
Provincial Secretary	Administrative Assistant (MCP01)	3
	Administrative Assistant (MCP02)	1
	Chief of Protocol (MCP09)	1
	Deputy Chief of Protocol (MCP08)	2
	Executive Assistant (MCP04)	1
	Executive Director, Government House (MCP09)	1
	Junior Protocol Officer (MCP04)	2
Social Services	Acting Assistant Deputy Minister (MCP12)	1
Tourism, Parks, Culture and Sport	Associate Deputy Minister (DM1)	1
Total		58

